

PERFORMANCE WORK STATEMENT

Naval Special Warfare Resilience Program

1. PURPOSE

Naval Special Warfare Command, hereafter referred to as NSWC, requires contract services in support of an initiative to promote psychological resilience among Naval Special Warfare (NSW) active duty members (SEAL, Special Warfare Combatant-craft Crewmen (SWCC), Explosive Ordnance Disposal (EOD), Support (e.g., technician, administrative, medical), Mobilized Reserve, and Individual Augmentees). The contractor shall develop, implement, analyze, evaluate, and revise an evidence-based resilience program to mitigate stress and strengthen Warriors across the NSW community.

2. BACKGROUND

2.1 The Department of Defense recognizes that fully supporting psychological health requires a public health approach emphasizing a continuum of care that includes not only effective treatment but also active prevention and early intervention (ASD (HA), 2007). Several national reports, such as the Institute of Medicine's *Returning Home from Iraq and Afghanistan: Preliminary Assessment of Readjustment Needs of Veterans, Service Members, and Their Families* (2010) and the President's New Freedom Commission on Mental Health's *Achieving the Promise: Transforming Mental Health in America* (2003) have reinforced the scientific validity of such an approach. Prevention and early intervention efforts have been widely recognized as not only more compassionate but also more economical than delaying intervention until severe mental illness has developed (Davis, 2002).

2.2 The Defense Health Board Task Force on Mental Health has identified the need for prevention services that build resilience and provide better access and continuity of psychological health care. There is increasing awareness that military members are significantly affected by combat-related adjustment, mental health problems and physical injuries, as well as the wear and tear of multiple wartime deployment cycles. Resilience promotion is one facet of the Department of Defense initiative to protect against the deleterious effects of traumatic stress and depression. It has been determined that successful services promoting member resilience requires an approach that emphasizes a "continuum of care". This continuum of care should include active preventative measures and early interventions as well as effective treatments for people who need them. (ASD (HA), 2007). Experts in the fields of psychiatry, psychology, behavioral health, and psychometrics have constructed a scale that attempts to measure psychosocial processes associated with *resilience*. The Response to Stressful Experiences Scale (RSES) (Johnson, Polusny, Erbes, et al., 2008) is the only scale to date that has been validated exclusively in an active-duty and reserve component military sample (N = 1078) with experience in Operations Enduring Freedom and Iraqi Freedom (OEF/OIF).

2.3 Naval Special Warfare Command is comprised of approximately 7,100 members. The community is comprised of SEALs (35%), SWCCs (10%), Support (55%), representing a range of specialty and support personnel, and smaller numbers of Students (training to become SEALs or SWCCs), Individual Augmentees (IA) joining the community for limited periods, and Reserves serving in non-deploying and deploying status. SEAL Teams have operated across an

18-month, three phase work-up period that is followed by an approximate 6-month deployment. The three phases of the work-up period are the Professional Development Phase (PRODEV), Unit Level Training (ULT), and Squadron Integration Training (SIT). Each SEAL Team has permanent members augmented for training/deployment purposes by Combat Service Support Techs, Mobile Communication Techs, Special Reconnaissance SEALs and Techs, and a small number of Mobilized Reservists and Individual Augmentees. The SEALs and SWCCs (Combatant-craft Crewmen) are close-looped within the community; they work under Naval Special Warfare Command their entire careers. The Technicians and Support personnel, representing many different specialties, as well as the Reservists and IAs, may join the community for a short period of 1-3 years, after which they often return to the conventional Navy or, for the Reservist, civilian life. Geographically, the largest NSW footprints are in the San Diego, CA and Little Creek, VA areas with smaller numbers found in Hawaii and in Stennis MS, and even smaller numbers in areas such as Homestead, FL, Kodiak AK, Germany, Bahrain, and Guam. Approximately 60% of the members are married with an average age of 33 for both active duty and spouses. Of those married, approximately 80% have children and 70% of those have 1-2 children. Organizationally, NSW is comprised of a Headquarters located in San Diego CA, seven Naval Special Warfare Groups (e.g., NSWG-1) overseeing various SEAL Teams (e.g., ST-2), Special Boat Teams (e.g., SBT-20), and/or tactical units, and the Naval Special Warfare Center, responsible for providing Basic and Advanced Training to NSW personnel. The table below provides approximate number of personnel assigned under each component and their applicable geographical locations:

Primary Locations	# Active Duty
California (San Diego)	2,721
Virginia	3,343
Hawaii	421
Mississippi and Florida	351
Major Overseas Locations (Germany And Guam)	149
Other OCONUS (including Bahrain And Alaska)	96
Totals	7,081

2.3.1 Since October 19th, 2001, Naval Special Warfare has been at war and the community's specialized skills are under increased demand, suggesting no long-term reprieve. Operational requirements are also changing. To date, each NSW SEAL Team has conducted ten or more consecutive combat deployments resulting in cumulative exposure to wartime events and extensive familial separations. The individual, unit, and community impact of the extended wartime exposure is not fully known. In order to ensure effective programs and services are in place to mitigate stress and strengthen the Warriors across the NSW community, a formal evidence-based program with related state-of-the-art training is required.

2.3.2 Through analysis of aggregate data sorted by Team, Group, Community, and Sub-Community and demographics, the NSW Resilience Program shall provide a full menu of programs with an emphasis on primary and secondary prevention.

2.4 **Primary Prevention:** Primary Prevention is designed to reach all segments of the population regardless of whether or not indications of illness are present. In the military, examples of primary prevention are educational awareness campaigns (e.g., when members are taught about coping with deployment or identifying behaviors indicating the member is experiencing combat stress) and health maintenance (e.g., when all members are provided with information about substance use) (ASD (HA), 2007; Davis, 2002).

2.5 **Secondary Prevention:** Secondary Prevention activities are typically provided to a subset of the population when there is good reason to believe they are at elevated risk for difficulties. Through trend analysis via existing Navy medical assessments/surveys, programs can be developed to address secondary prevention.

2.6 **Tertiary Prevention:** Tertiary Prevention activities are resources such as clinical treatment for diagnosed illnesses and rehabilitation to prevent recurrences and manage chronic illness. The NSW Resilience Program's emphasis on primary and secondary prevention shall seek to mitigate the numbers requiring tertiary intervention.

3. SCOPE

3.1 NSW's overall objective is to develop a comprehensive NSW evidence-informed resilience building program targeting active duty members throughout the community. While there is an assumption that those members who have experienced multiple combat deployments with accumulative combat exposure and/or physical injury will have greater need for resilience-building programs and services, those who are entering the community as new NSW close-looped (SEAL, SWCC) or non-permanent personnel (Support, IA, Reserve) offer opportunities for primary prevention and comparison to their NSW counterparts.

3.1.1 The overall intent of the Program is to provide mechanisms for individual service members, as well as the overall command and community, to strengthen and build resilience in order to maintain and enhance healthy lifestyles and quality job performance despite experiencing crisis or trauma, daunting external conditions, threats, and prolonged high op-tempo. The focus is on positive skill-building, support and prevention instead of treatment. The primary objectives of the NSW Resilience Program are to analyze aggregate resilience and other assessment and leadership feedback covering NSW active duty personnel in order to inform and develop program offerings aimed at building resilience at the individual and group level. Objectives also include collecting and trending aggregate data to inform NSW program development, offerings and resourcing as well as tracking the impact of training received on aggregate resilience profiles and benefits of the training offered.

3.1.2 The NSW Community has in the past benefitted from resilience-enhancing efforts which have included a program of retreats and workshops funded by the Navy Bureau of Medicine (BUMED) and the Office of the Secretary of Defense (OSD).

4. REQUIREMENTS

4.1 **Resilience Retreats and Workshops.** Utilizing aggregate data from the SOCOM Wave Assessments, resilience program evaluation feedback, and command/leadership inputs, the Contractor shall develop and deliver customized training targeted to active duty service

members, activated reservists and Individual Augmentees. Contractor shall tailor and implement workshops and retreat training events which are responsive to the issues identified by assessments and command leadership. The following is a sampling of issues NSW individuals and family members may face, to include:

- Combat stress reactions
- Transitioning from the role of Warrior to home front roles such as spouse and parent; service members may experience guilt for leaving team members behind, and may be coping with the deaths and/or injury of fellow service members
- Changes in the service member and/or family members who may not be the same person they were prior to any separations
- Financial responsibilities that may have accumulated or changed during periods of separation
- Emotional disconnect between spouses caused by unresolved issues during periods of separation
- Changing spousal roles as the person at home has to expand responsibilities for the household
- The birth of children while the service member was away
- Developmental changes in children who may not be comfortable bonding with the parent who is often away

4.1.1 The contractor shall customize training to each group of attendees, keeping in mind that content created for one group may be relevant to another. Training agendas and content shall be submitted to COR for approval 30 days prior to the event. All education and training shall be designed to build a more resilient service member. Contractor shall base resilience training on analysis of aggregate data; training is expected to build resilience and to mitigate secondary trauma. The availability of tiered foundational, intermediate and advanced training shall broaden its appeal and applicability to the entire population of service members. All training content shall be guided by evidence-based research and shall reflect state-of-the-art principles and techniques. Training agendas and topics shall be tailored to married and single NSW active duty, with and without children, based upon aggregate data and command leadership input. Sample training topics include:

- Military Life and War-Time Deployments
- Combat Operational Stress Control (COSC)
- Relationships and Family Resilience
- Relationship Skills for Single Service Members
- Separation and Reintegration
- Parenting Strategies
- The Art of Long-Term Fitness
- Sleep Management
- Creating a Healthy Transition with Your Partner
- Health and Fitness Techniques
- Nutrition – Solutions for the Modern Warrior
- Community, Faith and the Value of Spirituality in a Time of War

4.1.2 Contractor shall provide speakers/presenters/facilitators, who are leading experts in their respective fields and who are known dynamic presenters. The Government shall have final approval on all proposed speakers/presenters/facilitators. Presenters may include subject matter experts within the command and/or associated with other community programs.

4.1.3 The Contractor shall utilize the following venues for the delivery of tailored psycho-educational training: resilience-related retreats at venues in the civilian community (not to exceed 250 miles from the duty stations unless approved by the Government) and workshops offered at other Government-provided locations.

4.1.4 The Government shall approve all venues at least 45 days in advance and be presented with recommended agendas, content and basis for that content at least 30 days in advance of a planned retreat/workshop. Prior to each retreat or workshop, the Contractor and Warrior and Family Support Teams shall collaborate to determine appropriate agenda items/topics. The Contractor shall obtain Government approval for all final agendas.

4.2 Retreats:

4.2.1 The Contractor shall provide 2-night retreats to commands across the community in accordance with the schedules outlined in Exhibit 1. The target audiences will be defined by the Government and typically include active duty members who deploy or who are in need of resilience training as determined by their assigned command. The retreats shall occur at venues offering structured activities allowing service members to spend quality, focused time learning, and connecting/reconnecting with one another in a relaxing and safe environment. The retreats shall focus on various deployment-related and resilience-enhancing psycho-educational content.

4.2.2 The purpose of the retreats and their content is to facilitate resilience-building. Training methodology shall be varied to include high tech audiovisual media, dynamic presentation, audience participation, and written materials.

4.2.3 Retreat agendas shall provide attendees the opportunity for social engagement and participation in a range of psycho-educational programs focused on building resilience at the personal, couple, and family levels. Each retreat shall include working meals as part of the resilience agenda for those attending. For each two-night retreat there shall be two breakfast, two lunch and two dinner events. The first event for the retreats should serve as a general welcome reception for the attendees. The contract should provide options for vegetarians/vegans and accommodate any special needs (allergies, etc.). These events should also serve as networking opportunities for service members.

4.2.4 The Contractor shall coordinate all aspects of the retreats to include proposed and final (approved) agendas, speaker arrangements, timely marketing of final agendas and on-line registration (both no later than 3 weeks prior to the event date), hotel coordination and accommodations (lodging and meals) for speakers and service members (not to exceed military per diem rate; Government approval required if military per diem rate is unavailable), no greater than 250 miles from location of military commands served (unless prior approval is given by the Government), and program evaluation feedback. The Contractor is responsible for paying the hotel accommodations and meals for Contractor staff, speakers and service members and the

transportation for Contractor staff and speakers; the transportation for service members to and from the event will be the responsibility of the individual attendees.

4.2.5 Within 30 calendar days of contract award, the contractor shall create an online registration process for retreat attendees, with the attending command(s) providing final verification for attendance. Online registration for the retreats will be reviewed for Government authorization. Retreat attendance numbers may vary, based on the size of the commands served. Attendance by family members will be on a non-interfere basis and at no cost to the Government.

4.3 Workshops

4.3.1 The Contractor shall offer a range of tailored resilience-enhancing workshops at the Unit/Command level or across Commands within a geographical area in accordance with the schedules outlined in Exhibit 1. Workshops are to be held at locations defined and provided by the Government. The Contractor is responsible for travel coordination and expenses of speakers/presenters; the service member attendees' travel will be the responsibility of the individual attendees. Target audiences will be active duty members attached to deploying and non-deploying units, to include drilling Reservists and Individual Augmentees. Training methodology shall be varied to include high tech audiovisual media, dynamic presentation, audience participation, and written materials.

4.4 Outcomes

The intended outcome of the NSW Resilience Program is to build service member resilience in the community via the provision of targeted interventions informed by data and analyses, to include aggregate data, resilience training evaluation feedback, and consultation with command leadership and subject matter experts (e.g., Psychologists, Physicians, Chaplains, and Warrior and Family Support staff). The Contractor shall provide the Government metric-based recommendations for unit-level to community wide interventions, and provide longitudinal tracking of the Resilience Program's impact on the service members.

4.5 Reports

4.5.1 The Contractor shall provide post-event reports no later than 15 business days following the completion of either a retreat or workshop. Contractor shall report training topics covered, participant evaluation, recommendations for future topics. Reports will address attendee/user/command leadership Resilience Program evaluations (retreats and workshops), and impact data tracking changes in resilience before and after program offerings. Reports will provide commands and leadership the reasoning behind new or sustained topics for inclusion in retreats/workshops. They shall include outputs such as: number of assessments completed, number of aggregate summaries provided to Unit and Group leadership, number of retreats and workshops completed, and outcomes such as: participant satisfaction, impact analysis, and program evaluation.

4.5.2 Through this contract, the Contractor shall provide reports which offer analysis of aggregate program evaluations and status reports. The Contractor shall establish a means to measure the impact of, as well as evaluation of, provided education and training. Reports shall include metrics such as: number of retreats and workshops, number of attendees, and customer feedback on workshops and retreats. For specific event planning purposes, contractor shall

provide status reports. The contractor shall provide status reports for each event; status reports will be due at a mutually-agreed upon time between the contractor and COR. Report content will also be agreed upon between the contractor and the Government, depending on the complexity of the event considerations, but reports should include, at a minimum:

4.5.2.1 Number attending workshops and retreats

4.5.2.2 Metric on user satisfaction with each component of the training provided

4.5.2.3 Status of planned retreats and workshops any concerns about deliverables

4.5.3 Evaluations: the Contractor shall facilitate the collection of program evaluation feedback from command leadership and participants in order to obtain impressions and recommendations regarding the retreats and workshops. Workshops and retreats must include a voluntary written evaluation process for all participants. An evaluation summary is to be provided to the Government within two weeks of the completion of the event, to include participant evaluation of the content and presenter(s) of the training. Retreat feedback is to also include participant evaluation of all components of the events (programming, venue and logistics).

4.5.4 Annual Reports: Contractor shall submit an annual report, due to the COR no later than 30 calendar days prior to end of the period of performance.

4.6 Marketing Materials and Schedule: within 45 days of contract award the Contractor shall provide the Government with marketing materials. Marketing materials shall be updated as required based on Contractor and Government evaluation to remain pertinent regarding the intent of the Resilience Program, lessons learned and achievements. The Contractor shall market the retreat to the Government-provided list of individuals invited to participate in the retreat functions. The contact list will include name, title, and e-mail address of command representatives. Distribution will include electronic via e-mail and bulk mail to NSW for commands.

5. DELIVERABLES

The Contractor shall provide Deliverables in accordance with the following table:

Description	Item #	Ref.	Delivery Date
Training Agenda	0001	4.1.1	30 days prior to event
Proposed Retreat Venue	0002	4.1.4	45 days prior to retreat
Retreats	0003	4.2	Per coordination with COR
Online Retreat Registration	0004	4.2.5	30 days prior to the event
Workshops	0005	4.3	Per coordination with COR
Event Status Report	0006	4.5	Per coordination with COR
Post-event Reports	0007	4.5	Within 10 business days of event end
Annual Reports	0008	4.5	Within 30 calendar days of end of PoP
Marketing Materials	0009	4.6	Within 45 calendar days of award
Contractor Manpower	0010	10.	Annually by 31 October

6. GOVERNMENT-FURNISHED ITEMS

6.1 The Government will provide the list of Government-approved attendees for retreats and workshops. The Government will provide the Contractor access to aggregate data reports and other related data, for Contractor use in meeting the PWS requirements. All information, aggregate data reports and other data provided by the Government and collected by the Contractor in performance of this contract shall be the sole property of the Government, and shall not be disseminated by the Contractor without the express written permission of the Government.

6.2 The Government will provide facilities for the provision of non-retreat training (workshops).

6.3 A reporting authorization structure will be provided by the Government to support the reporting requirements identified within the document. The Government will authorize retreat and workshop participants.

7. CONTRACTOR-FURNISHED ITEMS

With the exception of items listed under paragraph 6 above, the Contractor shall provide all materials and other requirements pertinent to this Performance Work Statement to include the provision of facilities, lodging and meals for the retreats.

8. PERSONNEL SECURITY REQUIREMENTS

8.1 Security requirement shall be in accordance with the attached DD254. By designation Naval Special Warfare, as part of Special Operations Command (SOCOM), is a "sensitive unit". As a result, Contractor and Contractor staff shall be expected to sign non-disclosure agreements developed by NSW and follow all security procedures as directed by each command.

8.2 The work to be performed under this contract may involve access to sensitive and/or classified material up to and including SECRET. The Contractor shall maintain a minimum of two (2) personnel under this contract who possess, or shall obtain within 30 days of onboarding, a SECRET security clearance. The Contractor shall appoint a minimum of one (1) personnel to serve as the Contractor's Facility Security Officer, who shall:

8.2.1 Be responsible for all security aspects of the work performed under this contract.

8.2.2 Assure compliance with the National Industry Security Program Operating Manual (DODINST 5220.22M).

8.2.3 Assure compliance with any written instructions from the Government's Security Officer. No employee or representative of the Contractor shall be admitted to the station unless the employee or representative furnishes satisfactory proof of United States citizenship or is specifically authorized admittance by the Government. Identification or visitor badges and vehicle passes and/or escorts will be furnished by the Government as required. Contractors must immediately report lost or stolen passes to the cognizant Security Officer and provide to the COR a list of Contractor and/or subcontractor personnel requiring access to a station/base. Content of the list shall be consistent with visit notification information usually required. Contractor employees working under this contract who will perform work on this contract shall be subject to security screening requirements. Contractors are responsible for performing

criminal background checks and for screening unacceptable candidates from the pool of workers (including verification of US Citizenship or legal resident status and professional license, certification, and degree verification).

8.2.4 Contractor is required to maintain records of criminal background checks and to make them available for Government review upon demand.

9. TRAVEL

All Contractor travel in connection with the performance of this PWS shall be at the Contractor's expense. Contract performance shall be conducted on a firm-fixed price basis. The Government will not issue invitational Travel Orders to Contractor employees. Government contract air carriers and the Government contract airfares are not available to the Contractor employees.

10. CONTRACTOR MANPOWER REPORTING

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this contract for Naval Special Warfare Command via a secure data collection site. The contractor is required to completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>. Reporting inputs will be for the labor executed during the period of performance during each Government fiscal year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year, beginning with 2013. Contractors may direct questions to the help desk at help desk at: <http://www.ecmra.mil/>.

11. QUALITY CONTROL

The contractor shall implement and maintain a quality control plan (QCP) to ensure work performed conforms to the scope of work and meets the requirements under this PWS. The QCP shall, at a minimum provide a method for performing inspections; identifying, correcting and preventing problems/defective service; addressing customer complaints, and improving the quality of services over the life of the contract.

12. QUALITY ASSURANCE

12.1 The government reserves the right to perform inspections and surveillance to evaluate the contractor's compliance to the contract terms and performance of the requirements in the PWS. The government will make every effort to ensure that the surveillance methods described below are conducted in an objective, fair, and consistent manner.

12.1.1 Periodic surveillance. This action occurs when the COR or other government official observes a deficiency. Examples include evidence from accidents, incidents, or delays. Regardless of where in the line-of-duty the COR observes contractual procedures not being followed, he/she has an obligation to document and report the deficiency to the contracting officer.

12.1.2 Customer complaint surveillance. This action is instituted when the COR receives a complaint from a stakeholder regarding contractor service. The COR will obtain the complaint in writing and then conduct an investigation to determine its validity. If the complaint is deemed

valid, the COR will immediately notify the contracting officer for action. The COR will notify both the contract manager and the complainant of the government's response to their complaint.

12.2 Contract Discrepancy Report (CDR). In the event of unsatisfactory contractor performance, the COR or co will issue a CDR that will explain the circumstances and findings concerning the incomplete or unsatisfactory service. The contractor shall acknowledge receipt of the CDR and respond in writing as to how he/she shall correct the unacceptable performance and avoid a recurrence. The government will review the contractor's corrective action response to determine acceptability and will use any completed CDR as part of an overall evaluation of contractor performance when determining present or future contractual actions.

**EXHIBIT 1 – ANNUAL NUMBER AND LOCATION OF RETREATS AND WORKSHOPS
WITH MAXIMUM NUMBER OF ACTIVE DUTY ATTENDEES**

Total Number of Retreats: 8

Distribution:

- 2 – Little Creek, VA (200 Active Duty attendees)
- 2 – Coronado, CA (200 Active Duty attendees)
- 2 – Dam Neck, VA (75 Active Duty attendees)

Total Number of Workshops: 17

Distribution:

- 6 – Little Creek, VA (100 Active Duty attendees)
- 6 – Coronado, CA (100 Active Duty attendees)
- 1 – Stennis, MS (100 Active Duty attendees)
- 1 – Homestead, FL (100 Active Duty attendees)
- 1 – Pearl City, HI (100 Active Duty attendees)
- 1 – Stuttgart, Germany (100 Active Duty attendees)
- 1 – Guam (100 Active Duty attendees)